



# Innovate Reconciliation Action Plan

March 2020 – March 2022

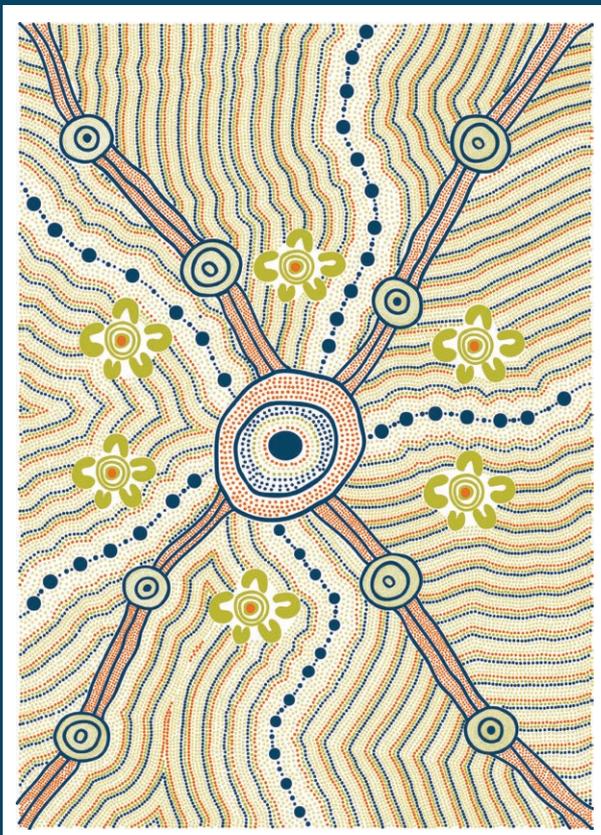


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## Description of the artwork

Designed by Desert Gem Goldfields-born designer, Vattessa Colbung, the artwork depicts Horizon Power as the central source of energy for towns and communities in regional and remote Western Australia. Horizon Power's colours inspire this design, linking it to Aboriginal communities, residents and business within Western Australia.



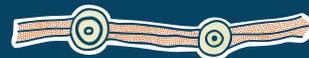
The circle is the meeting place where Horizon Power travels and meets communities for mutual benefit.



Around the central meetings place are six campsites representing the Aboriginal people and communities who currently access Horizon Power's electricity services.



The eight circles represent Horizon Power and its service to Aboriginal communities, town-based customers and businesses.



The deep blue lines and medium-sized blue dots represent Horizon Power's expansion in Western Australia, a journey it will continue to share with the people of regional Western Australia.



The blue dots and little dots represent water sources, and the smaller dots illustrate the beauty of country and the rebuilding of country between Horizon Power and Aboriginal communities. This is at the heart of reconciliation and Horizon Power's vision to create a better Australia through working together.

## About the artist

Vatessa Colbung is a contemporary Aboriginal artist and writer who values community-based activities within the Goldfields region. Vatessa was born in Kalgoorlie and acknowledges her Aboriginal heritage as a member of the Wagyl Kaip, South West Boojarah, Yilka and Wangkatja nations. Vatessa has prior experience working in the hospitality catering industry, education, health, mining and justice department within prison systems. She has worked within the Goldfields region assisting and supporting Aboriginal people with lifestyle choices and socio-participation changes. Vatessa continues to support local Aboriginal people and has connected with remote communities that come within her realm of specialised services.

## Cultural warning

This document may contain images of Aboriginal and Torres Strait Islander peoples who have since passed away.

## Terminology

Within Horizon Power's business context, a Traditional Owner is an identified group of people through the *Native Title Act 1993* and or associated Native Title Agreements, and Indigenous Land Use Agreements.

This document incorporates different spellings of the name Noongar (Nyungar) to respect the wishes of each group.

## Acknowledgment of Country

We acknowledge and pay our respect to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia.

We are privileged to share their lands, throughout 2.3 million square kilometres of regional and remote Western Australia and Perth, where our administration centre is based, and we honour and pay respect to the past, present and emerging Traditional Owners and Custodians of these lands.

We acknowledge the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples across the nation and the Ancestors of these lands who have walked this country and hold a unique place in our nation's historical, cultural and linguistic history.

## Uluru Statement from the Heart

Horizon Power supports the Uluru Statement's objectives including enshrining a First Nations Voice in the constitution, and establishing the Makarrata Commission to supervise a process of agreement-making between governments and First Nations, and truth-telling about our history.

Horizon Power CEO and Reconciliation Champion Stephanie Unwin has formalised the organisation's endorsement by registering as a signatory to the statement via [ulurustatement.org](http://ulurustatement.org).

## Message from our Chief Executive Officer

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It is an absolute privilege to be Horizon Power's Reconciliation Champion and the Chief Executive Officer of a utility operating in regional and remote Western Australia, with all of its diversity in culture and terrain.

A critical element of what makes our State so unique, is the culture of the First Peoples who inhabited this vast land, for over sixty thousand years, before white settlement. We have a lot to learn from the First Peoples of this country.

This year, we reaffirm Horizon Power's commitment to reconciliation through an Innovate Reconciliation Action Plan, and through this we will expand on delivering meaningful outcomes across a broad remit.

We will deepen our relationships with Aboriginal and Torres Strait Islander peoples, listen closely, and effect change where it's required. Across our business, we will use our business transactions as a lever for inclusion and reconciliation. We will maximise opportunities for Aboriginal and Torres Strait Islander peoples to become part of our workforce, to join us as a supplier, or work with us in partnership.

I am immensely proud of what has been achieved already. In the last 18 months, we have engaged intensively with Aboriginal Corporations to deliver a renewable energy strategy for remote Aboriginal communities. This strategy will see communities transitioning from 100 per cent diesel generation to up to 45 per cent of renewable energy sourced from the sun. At the centre of this work is caring for country – reducing emissions, protecting the environment, and working with Aboriginal Corporations – to explore business, employment and other opportunities for communities.

We know reconciliation and effective cultural change cannot be superficial, nor treated as an incidental workplace policy. Making sure we have a culturally safe workplace, and encouraging each of our employees and contractors to explore their own personal reconciliation journey, will be part of our communications actions and development opportunities.

As our Reconciliation Champion, I will honour the actions the business sets out in our Innovate Plan, and ensure that across our business, we will acknowledge and respect the Traditional Owners and Elders, past, present and emerging.

**Stephanie Unwin**  
Chief Executive Officer

## Message from the Minister for Energy



Improving relationships with Aboriginal and Torres Strait Islander communities, businesses and people is an important goal of the State Government.

Western Australia's public sector, including our utilities, have a unique opportunity to lead the way and influence the community in achieving reconciliation with the First Peoples of this nation.

Reconciliation Action Plans are a tangible commitment to mutual respect and a strengthening of relationships with, and creation of opportunities for, Aboriginal and Torres Strait Islander people.

I am honoured to support Western Australia's regional electricity provider, Horizon Power, in its commitment to reconciliation through the development and implementation of its Innovate Reconciliation Action Plan 2020-2022.

Horizon Power is a large employer in regional Western Australia, and is undertaking a number of projects which focus on improving the affordability, safety and reliability of electricity for regional Western Australians.

It is in the privileged position of servicing 53 remote and town-based Aboriginal communities and has a regional customer base of which Aboriginal people represent about 15 per cent.

Horizon Power can play an important role in supporting the continued sustainable economic development of communities by employing Aboriginal and Torres Strait Islander people in the Horizon Power workforce and prioritising opportunities through the supply chain.

I look forward to Horizon Power continuing its conversation with communities, stakeholders and customers in its continual process of customer service improvement and community engagement across all aspects of the business.

This is an exciting opportunity for Horizon Power, its employees, its customers and more broadly, the people of Western Australia, to right past wrongs and improve understanding and respect for one of the world's oldest cultures.

**Hon Bill Johnston MLA**  
Minister for Energy

## Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see Horizon Power continue its reconciliation journey and to formally endorse its Innovate RAP.

Through the development of an Innovate RAP Horizon Power continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Horizon Power with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Horizon Power will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Horizon Power well as it embeds and expands its own unique approach to reconciliation. We encourage Horizon Power to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”*

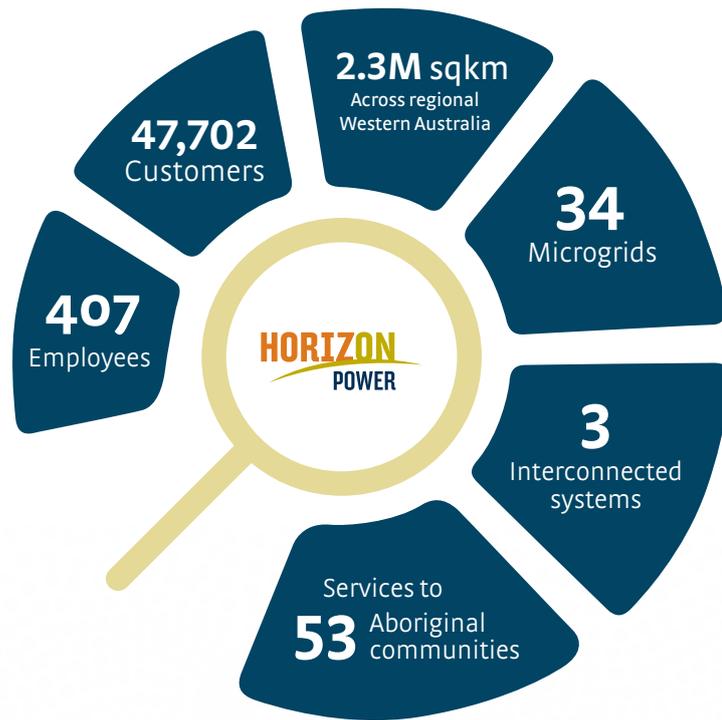
On behalf of Reconciliation Australia, I commend Horizon Power on its second RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our business

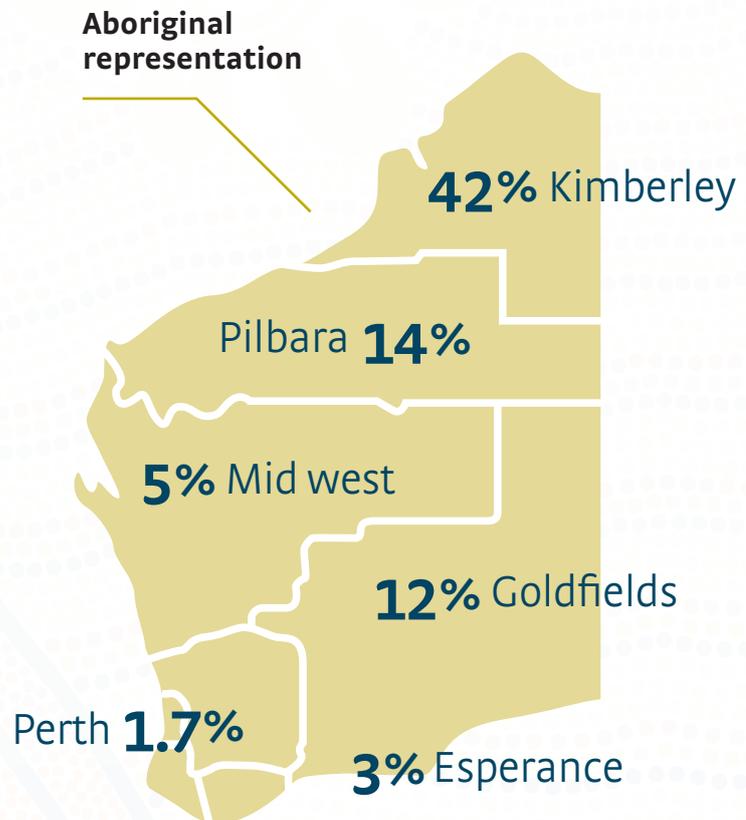
Horizon Power is a State Government-owned energy utility that generates, procures, distributes, and sells electricity to residents and businesses in remote and regional Western Australia. We have six regional depots located in Karratha, Port Hedland, Broome, Kununurra, Carnarvon and Esperance, as well as an administration centre in Perth. Our role is to provide safe and reliable power to customers in regional and remote Western Australia at the lowest possible cost.

Horizon Power operates under the *Electricity Corporations Act 2005* and is led by a Board of Directors accountable to the Minister for Energy, representing all Western Australians.



## Our workforce

Horizon Power currently employs 19 people who identify as Aboriginal and/or Torres Strait Islander within our total number of 407 employees directly engaged by Horizon Power. This represents 4.75 per cent of our workforce. One third of our employees live in the regional communities they provide a service to.



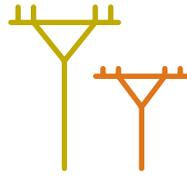
## Horizon Power fast facts



**47,702**

**Customer connections**

39,038 Residential  
and 8,643 business



**8,430 KM**

Of overhead and  
underground  
transmission and  
distribution lines



**56,794**

**Distribution poles**

979 Transmission poles  
872 Transmission towers  
in service



**993.26**

Gigawatts of electricity  
delivered a year



**15,752**

Followers on our social  
media platforms



**12,185**

Customers  
downloaded the  
Horizon Power  
mobile app



**21,531**

Customers moved  
premises



**79,805**

Customer calls



**381**

New customer  
connections

These facts were accurate as of June 30 2019.

## Our reconciliation vision

### Working together

Horizon Power is privileged to work, live alongside and provide services to Aboriginal people who make up about 15 per cent of the population, across regional and remote Western Australia, which it has serviced since its inception in 2006.

Aboriginal culture, history and participation should be seen, heard and valued as an integral part of our business.

In line with our ambition to deliver energy solutions for regional growth and vibrant communities, we have a unique opportunity to support regional Western Australia by contributing more to reconciliation, self-determination and economic development. We will encourage everyone at Horizon Power to get behind a comprehensive and deeply engaged reconciliation process.

“ *Our vision is for Aboriginal and Torres Strait Islander Australians to realise true social and economic equality.* ”

## Our partnerships

### Kimberley Girl (West Kimberley, Pilbara)

The Girls Academy' Role Models and Leaders Australia program aims to reduce the barriers that prevent Aboriginal girls from completing their education and reaching their highest potential. Horizon Power partners with the program that works within the participating school's system, to break down barriers such as drug and alcohol abuse, pregnancy and violence.

Horizon Power's Customer Services Officer Simone Long was a finalist in the 2011 Kimberley Girl. Soon after, Simone joined the business as a trainee in business administration and is about to embark on a mentoring role, providing guidance and support to our new trainee, reinforcing Horizon Power's commitment to creating more training and employment opportunities for Aboriginal people. Broome-based Goolarri Media Enterprises has been running the Kimberley Girl program since 2003.



Customer Services Officer Simone Long – Kununurra 2017

Another leader to emerge from that program is Montana Ah-Won, the winner of the 2017 Kimberley Girl. Montana was most recently nominated as a finalist in the 2018 Regional Achievement and Community Awards, won NAIDOC Apprentice of Year in 2016 and, most importantly, has been recognised for her work by the Federal Government for the prevention of youth suicide.

## Our reconciliation journey

In order to achieve our vision, and reaffirm our commitment to, we started back at the beginning. Our key learnings, since commencing on the reconciliation journey in 2006, are two-fold.

Firstly, our engagement about reconciliation must be two-way and extensive – with our employees, Aboriginal and Torres Strait Islander customers, and stakeholders. Secondly, our vision must be driven from our leadership team and supported by our Aboriginal and Torres Strait Islander commitment as a guiding principle embedded within our business strategy.

Our reconciliation journey began in 2006 when Horizon Power was formed (after the disaggregation of Western Power). Our first reconciliation action plan was launched in 2008, and then refreshed in 2011-2012. From 2008, we began standardising services to 39 remote and town-based Aboriginal Communities through two regularisation programs funded by the Federal and State Governments. This included building power stations in eight of those large remote communities.

Following a strategic review in 2013, our efforts in reconciliation were decentralised and formal reconciliation reporting obligations ended that year. Horizon Power continued its work with Aboriginal and Torres Strait Islander customers and communities – delivering safe, reliable electricity services, along with energy solutions to improve safety and affordability.

From this journey, our relationships with key stakeholders are strong. Respectful engagement with Traditional Owners and Custodians is part of our core business.

We have delivered a unique trade qualification for utilities workers living in remote Aboriginal communities. The first four Remote Community Utilities Workers (RCUW) completed their training in 2017. The program was also endorsed at State and national levels as a Certificate Three trade qualification. It is our intention to expand this program as we grow our business.

Horizon Power maintains enduring partnerships with a number of organisations, which deliver direct benefits to Aboriginal and Torres Strait Islander children, their families and communities. Close links with major regional high schools, where electrical safety and career information is shared, are also maintained.



## Working Group

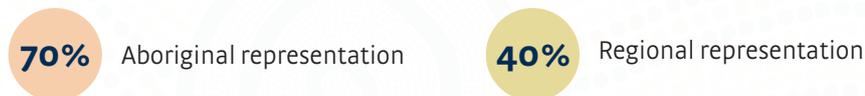
We thank the following employees who were involved in developing our Innovate RAP:

Terry Absolon, Glenda Adams, Sally Bradbrook, John Dobson, Roanna Edwards, Carina Hemmers, Brett Hovingh, Simone Long, Matt Keogh, Evermore Kuzamba, Craig Marley, Shane O’Byrne, Debbie O’Shaughnessy, Dwayne Oxenham, Andrew Riches, Lance Roberts, Jessica Seares, Terry Shadforth, Sam Sinclair, Giri Sithambarnathan, Melanie Speed, Alyce Stewart, Helen Todd, Perry Tonking, Priya Veale, Geoff White, Greg Will, Aaron Woosnam and Anthony Wynne.

During the implementation phase, the Working Group, who will guide our decision-making and ensure the delivery of our commitments, will be:

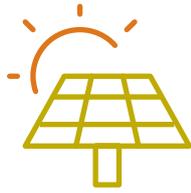
Job Title	Name	Location
Champion	Stephanie Unwin (CEO)	Bentley
External Advisor	Jolleen Hicks	Karratha and Perth
GM Employee Experience	Jennie Milne	Bentley
Reconciliation Manager	Roanna Edwards	Bentley
Aboriginal Engagement Advisor	Aaron Matthews	Bentley
Aboriginal Procurement Officer	Sammy Wyborn	Broome
Aboriginal Employment Officer	TBA	TBA
Manager Communications	Shaan Beccarelli	Bentley
<i>Regional Advisor</i>	Dwayne Oxenham	Carnarvon
<i>Regional Advisor</i>	Anthony Wynne	Esperance

This Working Group reflects:



## Our key Innovate Reconciliation targets

Reconciliation pillars	Key reconciliation targets
<b>Relationships</b>	
Engagement	Develop an Aboriginal Engagement Strategy, which sets targets for engagement to be tracked and mapped, and outcomes shared.
<b>Respect</b>	
Cultural education program	Deliver different levels of face-to-face training for 85 per cent of employees, with a stretch target of 100 per cent.
<b>Opportunities</b>	
Employment	Increase from 4.6 to 7 per cent in two years (nine additional Aboriginal and/or Torres Strait Islander employees).
Employment	Each division to employ one Aboriginal and/or Torres Strait Islander person over two years into a new or vacant role to support the 7 per cent target.
Employment	Appoint an Aboriginal and/or Torres Strait Islander person to a senior management (group or executive level) within two years.
Training	Employ one Aboriginal and/or Torres Strait Islander graduate over two years.
Procurement	Under the Aboriginal Procurement Policy - achieve a target of 3 per cent of contract spend on Aboriginal businesses by July 2021.
Procurement	Develop Aboriginal Procurement Guidelines to support the Aboriginal Procurement Policy.
Partnerships	Develop two partnership agreements with Aboriginal organisations.
<b>Governance</b>	
Working Group	Maintain the Reconciliation Working Group to include representatives of the Executive, managers with implementation accountability, Aboriginal and Torres Strait Islander employees and regionally-based employees.



## Harnessing the sun in remote communities

In 2018 Horizon Power established the Solar Incentives Scheme – a \$1M commitment to co-fund up to 100kW of community-owned solar in eight remote Aboriginal Communities.

The scheme was co-designed with Aboriginal Corporations, our customers, during 12 months of on-country engagement. Feedback indicated that while communities knew solar would save money, it was expensive upfront, a big technical decision, and they weren't sure who to work with.

From this feedback, Horizon Power created a scheme offering each community a grant (30% capped at \$100,000) along with engineering and project management support.

The west Kimberley communities of Djarindjin and Lombadina were the first to adopt, installing 80kW and 30kW respectively, saving around \$50,000/annum on electricity bills.

The Kimberley communities of Bidyadanga, in the west, and Warmun, in the east, have each voted to progress 150kW installations and we will continue to work closely with them to deliver this solution to reduce energy bills and improve environmental and social outcomes.

Djarindjin Aboriginal Corporation Chief Executive Officer at the time of installation, Jenni Gould said the community is reducing its electricity costs.



*Lombadina Corporation Director Phil Sibosado with Jessica Seares, Horizon Power – Lombadina 2018*

“It will make a huge difference to the community and improve the viability of the roadhouse and the store which the community owns – it is also great for the environment, and community members are pleased to see power being delivered from the sun,” she said.

Lombadina Aboriginal Corporation Director Caroline Sibosado said money saved on power bills would go towards maintaining machinery used to provide employment for community members and accommodation and administration costs.

“It means a lot to our community,” she said, adding that the community hoped to get funding to install more solar in the future.





## Relationships



### Future focus

Develop deeper relationships with Aboriginal and Torres Strait Islander people to achieve improved service delivery, and partnerships with Aboriginal organisations to enable more opportunity for Aboriginal and Torres Strait Islander people.

Listen to our Aboriginal and Torres Strait Islander employees to ensure continual improvement, with a goal to achieve the most culturally safe work environment possible and develop more career pathways.



### Current status

We have 18 specialists in Retail, Aboriginal Relations, and Native Title and Heritage who actively engage with Traditional Owners, Custodians and community members, including on country discussions.

We have a number of long-term partnerships with Aboriginal organisations which support education, training, development and employment opportunities.



### Our commitments

Review our existing engagement plan and implement an Aboriginal Engagement Strategy, including improved coordination, mapping and reporting to feedback learnings across our business.

To collaborate and consult with Aboriginal and Torres Strait Islander leaders and customers, ensuring an honest two-way relationship in the spirit of reconciliation.

Invite an external Aboriginal leader to join our Working Group to ensure our plan is successfully implemented, and we are progressing in our reconciliation journey.

Relationships			
Action	Deliverable	Timeline	Accountable
Develop framework to support and promote respectful engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Develop and embed our Aboriginal and Torres Strait Islander Commitment guiding principles into business templates, Board and Executive papers and Ministerial correspondence.	March 2020	CEO
	• Develop an Aboriginal Engagement Strategy.	September 2020	CEO



<b>Relationships</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Accountable</b>
<b>Promote reconciliation through our sphere of influence.</b>	• Maintain membership with Reconciliation Western Australia, working with like-minded organisations and key stakeholders to advance reconciliation.	March 2020	GM External Affairs and Communication
	• Continue reconciliation truth-talking sessions at internal and external events, and communicate with employees regularly to promote reconciliation.	March 2020	GM Employee Experience
	• Issue a media statement for the Innovate RAP launch and distribute the statement together with a published version of the RAP to key external stakeholders.	March 2020	GM Employee Experience
	• Develop an online library of reconciliation resources for employees available via the intranet.	May 2020	GM Employee Experience
<b>Improve our service delivery by improving relationships with Aboriginal and Torres Strait Islander customers.</b>	• Review and develop customer service tools to improve Aboriginal and Torres Strait Islander customer engagement following consultation.	December 2020	GM Customer Experience
	• Develop an energy efficiency program designed for Aboriginal and Torres Strait Islander customers.	June 2020	GM Customer Experience
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	September 2021	GM External Affairs and Communication
<b>Promote positive race relations through anti-discrimination strategies.</b>	• Develop and communicate an anti-discrimination policy in consultation with Aboriginal and Torres Strait Islander employees/advisers.	March 2021	GM Employee Experience
	• Review all other HR policies to ensure they are supporting anti-discrimination.	March 2021	GM Employee Experience
	• Educate senior management on effects of racism via cultural awareness programs, employee feedback and external case studies.	March 2021	GM Employee Experience
<b>Raise awareness of and support National Reconciliation Week.</b>	• Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and materials to employees.	April 2020, 2021	GM External Affairs and Communication
	• Organise NRW events at each of our seven locations, and register on Reconciliation Australia's NRW website.	April 2020, 2021	GM Employee Experience
	• RAP Working Group members to participate in an external NRW event.	May 2020, 2021	CEO
	• Encourage and support employees and senior leaders to participate in at least on external event to recognise and celebrate NRW.	May 2020, 2021	CEO





### Valued relationships

East Kimberley based Wunan Foundation and Horizon Power have a new partnership to co-deliver a program of initiatives and projects to achieve positive social impacts for Aboriginal people.

One initiative is an energy efficiency program to be rolled out in Kununurra with Wunan Maintenance Services.

The program for Aboriginal people living in the Kimberley is based on detailed face-to-face interviews with our customers in the region to better understand energy use patterns before developing bespoke education and potentially, energy efficiency upgrades. Wunan Maintenance Services and Horizon Power employees will be trained to deliver the program, supporting customers to reduce their electricity costs.

A joint Wunan and Horizon Power workshop was held in Kununurra in May 2019, and followed several meetings with executives from both organisations over a period of two years.

The partnership is being designed to create a new model whereby communities have, and benefit from, a much larger share in local service delivery – creating economic and social benefits to see communities thrive.

Financial and Wellbeing Manager at Wunan Foundation, Tania Hill said, “Power is a basic need and many of our mob are struggling with that. Knowing how to control your power usage is a big thing.”



*Keogh Bay People Director Kingsley Bartlett and Wunan Support Service’s Ahmuth Bin Omar survey energy use with Kununurra customer Belinda Carlton and little Kiarna – Kununurra 2019*

Horizon Power CEO, Stephanie Unwin said, “We recognise that many of our customers in the Kimberley are Aboriginal – partnering with an organisation like Wunan Foundation, means that we can co-design a program that works for our customers and can be sustainably delivered by local people.”



## Respect

### Future focus

We will acknowledge the wrongs of the past, the impact this has had on Aboriginal and Torres Strait Islander people and take action to right those wrongs where it is within our influence to do so.

Horizon Power will excel as a culturally competent workforce, sharing a deeper understanding of Aboriginal and Torres Strait Islander peoples and cultures, knowledge, and rights. Through this we will achieve and encourage more respectful relationships.

### Current status

More than 50 per cent of employees have undertaken some form of cultural awareness training in the previous three years, as at July 2019. During 2019, our Board and Executive participated in an intensive two day cultural awareness program. Face-to-face cultural awareness training is provided to every new employee as part of their induction.

“Talking about reconciliation” is an informal program started where some of our Aboriginal and Torres Strait Islander and non-Indigenous employees share their stories with other employees. So far a panel session was held with 90 members of the Power Systems division, a reconciliation video was developed with Esperance Nyungar woman and Horizon Power Board member Gail Reynolds-Adamson, a session held with the Management Committee, and “truth talking” by Traditional Owners and employees at some regional depots during National Reconciliation Week.

Our General Managers joined regional employees to attend community NAIDOC Week celebrations.

### Our commitments

Strive to be the most culturally competent workforce possible by increasing the number of employees receiving training to achieve a minimum of 85 per cent, and a stretch target of 100 per cent.

Traditional Owners engaged to deliver training in each region, and sub-contractors working in communities to undertake local cultural awareness training prior to going on site.

Continue to acknowledge Aboriginal and Torres Strait Islander peoples and cultures by celebrating important events and encouraging conversations about reconciliation.

Use internal and external communication channels to promote reconciliation and deepen the understanding of our employees, customers and stakeholders.





## Respect

Action	Deliverable	Timeline	Accountable
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Survey Aboriginal employees on the cultural safety of Horizon Power and implement change where identified.</li> </ul>	April 2020	GM Employee Experience
	<ul style="list-style-type: none"> <li>Develop a cultural learning strategy to achieve 85 per cent of employees doing cultural awareness training. Strategy to include intensive training for Board of Directors, Executive, managers, reconciliation Working Group and all customer-facing employees; localised training in regions with Traditional Owners/custodians; and online learning initiatives for future training.</li> </ul>	January 2020	GM Employee Experience
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	May 2020	GM Employee Experience
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Review existing cultural protocols and update where required and establish a guidelines document for internal use.</li> </ul>	July 2020	GM Employee Experience
	<ul style="list-style-type: none"> <li>Communicate and raise awareness and understanding of the purpose and significance of the protocols amongst employees.</li> </ul>	July 2020	GM Employee Experience
	<ul style="list-style-type: none"> <li>Invite Traditional Owners to attend significant events each year and provide a Welcome to Country.</li> </ul>	December 2020, 2021	GM Employee Experience
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country at the commencement of important meetings.</li> </ul>	December 2020, 2021	GM Employee Experience
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC Week events to all employees, – including Executive members joining local employees to participate in external NAIDOC Week events in each region.</li> </ul>	July 2020, 2021	CEO
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in external NAIDOC Week event.</li> </ul>	July 2020, 2021	CEO
	<ul style="list-style-type: none"> <li>Retail and Community Managers to commit to a week's support to local NAIDOC event management.</li> </ul>	July 2020, 2021	GM Customer Experience
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week events.</li> </ul>	June 2020	GM Employee Experience

## Case study - sharing their stories



### “Talking about reconciliation” with our employees

As part of the commitment to improve awareness and understanding of Aboriginal and Torres Strait Islander cultures, Horizon Power has begun “talking about reconciliation” sessions. Some of our Aboriginal employees shared their stories and spoke about the importance of reconciliation to them, at a recent divisional planning day.



*Clinton “Minty” Sahanna, Roanna Edwards and Terry Shadforth, sharing their stories – Bentley 2019*

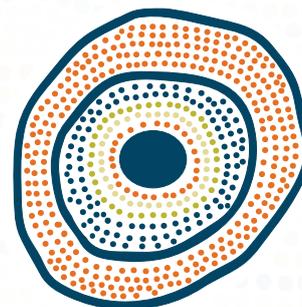
Reconciliation Manager Roanna Edwards, based in Bentley, Community Liaison and Compliance Coordinator Terry Shadforth, based in Broome, and Clinton “Minty” Sahanna, Remote Community Utilities Worker, based in the remote community of Beagle Bay, west Kimberley, came together to have a conversation with 90 employees in the Power Systems division in February 2019.

Roanna, a Wadjuk-Barladong Noongar woman, Terry, a Bardi man, and Minty, a descendant of the stolen generation whose grandparents (a Bardi grandmother and Ngarinyin grandfather) were taken to the Beagle Bay Catholic Mission, talked about what culture meant to them, and how reconciliation was about respecting one another and understanding our shared history.

Roanna read from a chapter of the “Bringing Them Home” report on the stolen generation – encouraging her colleagues to read the report to learn more about our history, and the impact the removal of children from their families has had on generations of Aboriginal and Torres Strait Islander peoples.

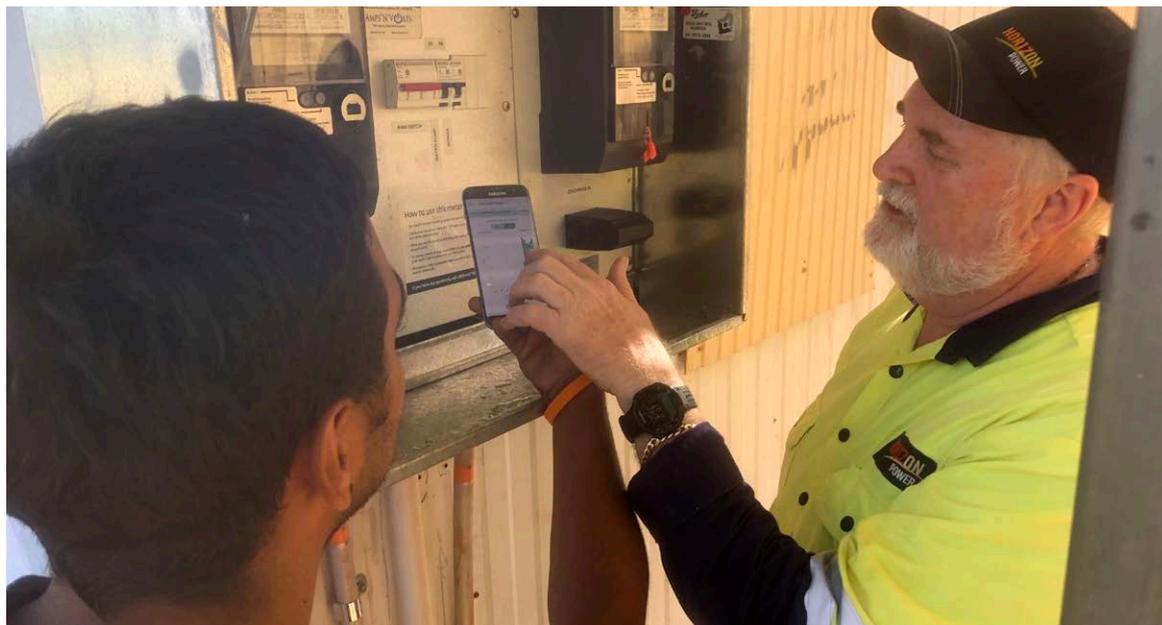
Terry told the group, “Reconciliation is really about knowing the history of this country, when colonisation started and people need to cease the denial of what happened in this country.”

Minty said, “Don’t paint all of us with the same brush. We’re not all the same, we have got some good guys out there. That are willing to work, look after their family and do the right thing.”





### Learning from our customers



Greg Will shows Aaron Brand at Karnparrmi community near Fitzroy Crossing how to use the Horizon Power app to recharge his new pre-payment meter - December 2018

Greg Will has spent a quarter of his time at Horizon Power working with Aboriginal customers in remote communities as part of his metering manager role.

But being on the road has been a choice for Greg, not an obligation, because he loves nothing more than going to communities.

His work has involved installing pre-payment meters in Aboriginal communities to provide residents with a more manageable way of paying for power, and in the process, identifying potential safety issues on the local network and coordinating a fix, along with involvement and delivery of Government programs such as the Remote Indigenous Energy Program, RIEP. Delivering education about the use of the meters

has been a key focus and more recently, the roll out of a new app which allows residents to buy power from the comfort of their home and to find out how much power they have used.

But Greg says he has learned more from the people he has engaged with over this time than the other way around.

*"I have learned so much about the strong sense of family and community of Aboriginal people and their support of each other, their patience also.*

*"There is also a genuine friendship – it might be two years since I have been to a community and when I get back there, the residents know who I am and are so welcoming."*



## Opportunities

### Future focus

Consider every business transaction as a lever for inclusion and reconciliation to empower Aboriginal and Torres Strait Islander people and create lasting benefits.

Provide direct and indirect development, training and employment opportunities for Aboriginal and Torres Strait Islander people.

### Current status

Through our commitment to the State Government's Aboriginal Procurement Policy, we aim to achieve a target of 1 per cent of total spend on contracts with Aboriginal businesses to up to 3 per cent in the next two years.

Current Aboriginal employment rate of 4.5 per cent exceeds Western Australia's Public Sector target of 3.2 per cent, but does not reflect the 15 per cent average Aboriginal population in regional Western Australia.

Development of the unique remote communities' trade qualification, Remote Community Utilities Worker (RCUW) in 2011, with four graduates in 2017. In 2018, we reviewed the program and are exploring options to further extend into other areas, through two major projects.

### Our commitments

Achieve our target of 7 per cent employment from 4.5 per cent.

Expand the RCUW program to develop new training opportunities at Horizon Power and explore potential collaborations with other companies.

Expand the graduate program to include Aboriginal and Torres Strait Islander graduates.

Provide managers of Aboriginal and Torres Strait Islander trainees, graduates and new employees with appropriate mentoring training, and establish internal mentoring structure to support new starters.

Ensure recruitment practices support Aboriginal and Torres Strait Islander people being employed into existing and new roles across the business, acknowledging most of these will be entry level roles at the beginning.

Continue to invest in partnerships with organisations which support Aboriginal and Torres Strait Islander youth, and their families and communities, and support the development of future leaders.

Seek to develop new joint ventures with Aboriginal organisations, resulting in localised training and employment opportunities.





## Opportunities

Action	Deliverable	Timeline	Accountable
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>• Develop an Aboriginal and Torres Strait Islander Employment Strategy to meet the target of 7 per cent Aboriginal employment, which includes:               <ul style="list-style-type: none"> <li>- review of all policies and procedures to ensure a culturally safe workplace which provides opportunities for Aboriginal and Torres Strait Islander people, leadership and support</li> <li>- develop new sourcing strategies to fill vacancies with Aboriginal and Torres Strait Islander candidates</li> <li>- record the retention of Aboriginal and Torres Strait Islander employees in the business with a view to setting a retention target.</li> <li>- develop options for an Aboriginal and Torres Strait Islander person into an existing, or new, senior management role</li> <li>- develop entry level roles including expanding current graduate program to include Aboriginal and Torres Strait Islander graduates and traineeships</li> <li>- provide mentoring training for managers of new Aboriginal and Torres Strait Islander employees and trainees and mentoring support structure</li> <li>- present at regional and Perth-based career expos and visit regional high schools when training opportunities are available</li> <li>- create work placement opportunities for Aboriginal and Torres Strait Islander high school students</li> <li>- engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy</li> </ul> </li> <li>• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> <li>• Invest in the upskilling of Remote Community Utility Workers and explore the potential expansion of the program.</li> </ul>	December 2020	GM Employee Experience
		December 2020	
January 2020	GM Employee Experience		
August 2020	GM Operations		
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>• Develop an Aboriginal Procurement Framework to support Aboriginal Procurement Policy.</li> <li>• Under the policy, achieve target of 1 per cent increasing to 3 per cent of contract spend to be awarded to Aboriginal businesses by July 2021 (for contracts valued at more than \$50,000).</li> <li>• Develop toolkit for policy implementation and to encourage commercial relationships with Aboriginal businesses.</li> <li>• Develop an internal database of Aboriginal suppliers.</li> <li>• Provide training to assist with procurement of Aboriginal suppliers to all employees responsible for procuring goods and services.</li> <li>• Undertake external audit of Aboriginal procurement policy implementation after 12 months.</li> <li>• Leverage Supply Nation membership to foster procurement with Aboriginal business.</li> </ul>	January 2021	GM Corporate Services
		July 2021	GM Corporate Services
		July 2020	GM Corporate Services
		July 2020	GM Corporate Services
		January 2021	GM Corporate Services
		July 2020	GM Corporate Services
		January 2021	GM Corporate Services
<b>Partner with Aboriginal organisations and Corporations to support improved economic and social outcomes.</b>	Collaborate with Aboriginal organisations, Corporations, businesses and Traditional Owners to form two partnerships, for co-designed programs, which result in community ownership of assets, employment, training or other opportunities.	July 2021	CEO



## Upskilling in our very remote communities



Our four Remote Community Utilities Workers (RCUWs) in the east and west Kimberley are upskilling by undertaking training in solar and battery maintenance as Horizon Power works with remote communities to transform towards a new energy future.

The four employees were the first to undertake a unique national apprenticeship created by Horizon Power to improve outcomes in remote communities through the creation of jobs, and role models, and to improve the reliability of power supplies by reducing the length and duration of outages by having workers on the ground.

In the west Kimberley, Clinton ‘Minty’ Sahanna, is the RCUW covering the Dampier Peninsula communities of Beagle Bay, Lombadina, Djarindjin, Bobieding and Ardyaloon; Keith Hunter is Bidyadanga’s RCUW; and Brendan “Koomi” Walters covers Yungngora (formerly Noonkanbah). Robert Hassett looks after generation and networks in Kalumburu, in the east Kimberley. These communities are not just their workplace, but their homes.

*Graduating remote community workers and the team who developed the trade and delivered the training – Broome 2017.*

Horizon Power is also working towards offering the RCUWs the opportunity to train in the additional qualifications of distribution (electrical) worker and cable jointing, and is planning to expand the apprenticeship program to take on new apprentices.

Brendan Walters said of the program: “As a family orientated person, this opportunity to work towards a qualification that allows me to live and work in Yungngora benefits my family, me and the community.”

Minty Sahanna said it was great to be employed by Horizon Power in his remote community of Beagle Bay because there were hardly any jobs: “To get a mainstream job you have to move into the bigger towns so you have to move out of your place or your home.”

# Governance



### Future focus

Leadership from Executive to drive change and inspire reconciliation across the company. Our Aboriginal and Torres Strait Islander employees, and other members of our Working Group, will set and deliver our reconciliation agenda, supported by leaders holding key performance indicators for reconciliation.



### Current status

Reconciliation Working Group established with 40 per cent Aboriginal and Torres Strait Islander representation and members from throughout the State. Visits were undertaken to six regional depots – from Esperance in the south to Kununurra in the north – to engage on reconciliation and seek input.

In early 2019, our new Chief Executive Officer became the Reconciliation Champion.

Our Reconciliation Working group will be supported by an implementation process to oversee resourcing, delivery and reporting.



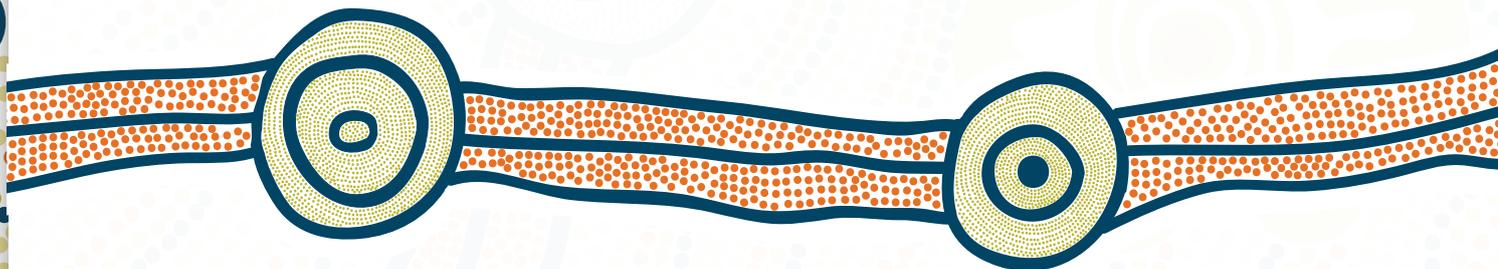
### Our commitments

A rigorous monitoring and reporting system will be implemented to ensure our business keeps on track with our reconciliation commitments.

Bi-monthly reports will be provided to the working group, Executive and Board.

Key performance indicators will be embedded into personal and learning development plans to support implementation of significant reconciliation actions.

An independent audit will be held after the first 12 months of implementation, with a view to achieving a Stretch RAP after two years.





<b>Governance</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Accountable</b>
<b>Establish and maintain an effective reconciliation working group) to drive governance of the plan and its outcomes and appropriate support for effective implementation.</b>	• Develop terms of reference to include representatives of the Executive, managers with implementation accountability, Aboriginal and Torres Strait Islander employees and the regions.	April 2020	CEO
	• Deliver implementation reports to the Working Group, Executive and Board bi-monthly.	Bi-monthly	GM Employee Experience
	• Conduct an external audit after first 12 months of implementation to review performance, and advise on strategies to meet Stretch RAP criteria post 2021.	January 2021	GM Employee Experience
	• Engage external Aboriginal stakeholder/s or Traditional Owner/s to advise the Working Group.	March 2020	GM Employee Experience
	• Meet at least four times per year to drive and monitor RAP implementation.	April, July, October, December 2020  February, May, July, October 2021	CEO
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	March 2020	CEO
	• Engage our senior leaders and other employees in the delivery of RAP commitments.	March 2020	CEO
	• Maintain appropriate systems to track, measure and report on RAP commitments.	March 2020	CEO
	• Maintain an internal RAP champion from senior management.	March 2020	CEO
<b>Build accountability and transparency through reporting reconciliation achievements, challenges and learnings both internally and externally.</b>	• Submit annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020 and 2021	GM Employee Experience
	• Publically report our RAP achievements, challenges and learnings.	October 2020, 2021	GM Employee Experience
	• Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	GM Employee Experience
	• Report RAP progress to all staff and senior leaders quarterly.	April, July, October, December 2020 and February, May, July, October 2021	GM Employee Experience
<b>Continue our reconciliation journey by developing our next RAP.</b>	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next plan.	August 2021	GM Employee Experience



## Our Partnerships

### Inspiring our regional youth

We invest in communities and creating opportunities for Aboriginal and Torres Strait Islander people throughout our service area, from promoting STEM careers to high school children and educating about electrical safety, to sponsoring scholarships for high school students.

We undertake many projects in Aboriginal communities and deliver programs directly for Aboriginal and Torres Strait Islander customers and stakeholders.



*Horizon Power Pre Payment Metering Administrator Sam Sinclair with South Hedland resident Kevin Jetta working together as part of the Bloodwood Tree partnership*

### Shooting Stars - East Kimberley, Mid West

Horizon Power, partnering with Glass Jar Australia and Netball WA, supports the Shooting Stars program to assist young Aboriginal girls living in regional and remote parts of Western Australia to build healthy attitudes and attend school more frequently through their participation in the netball program.

### Horizon Power App rollout

A new app was built to enable pre-payment customers to buy credit for their meter from their phone and track their energy use.

### Education in schools

Horizon Power has developed the Horizon Discovery Zone website which is full of interactive resources about electricity, safety and saving energy, targeted at school children. Our retail and community managers also visit high schools and career expos to share information with students..

### Pre-payment metering

Since 2009, Horizon Power has installed pre-payment meters in Aboriginal communities as part of network upgrade projects, with 99 per cent of residents wanting the new way to pay for power because it helps with budgeting for power costs.

In 13 communities with networks which are not owned by Horizon Power, we have supported residents by agreeing to install pre-payment meters at their homes to end the chuck-in payment system, where the community had to divide one bill between all residents, regardless of how much energy they had used.

### The Smith Family (Pilbara)

Horizon Power joined forces with The Smith Family to support the Learning for Life program in the Pilbara, including providing parents and carers with books and support to encourage them to have fun reading with their young children, or buddying up young readers over the phone with an older student.



*Horizon Power proudly supported the Follow the Dream program in Esperance again in 2019*

### Wunan Foundation (East Kimberley)

Horizon Power has teamed up with Western Power and Synergy to provide funding and support to Wunan Foundation’s Kimberley Education Excellence Program (KEEP). KEEP is a scholarship program for Aboriginal secondary students from the East Kimberley, which provides access to a high-quality private education and a range of extracurricular opportunities.

### Follow the Dream (Esperance)

Horizon Power sponsors Follow the Dream, which provides after-school tuition, mentoring and case management in cooperation with schools. It enables Aboriginal secondary school students to complete Year 12 and enter tertiary studies, or undertake other post-school training through university, TAFE, apprenticeships and traineeships, and employment.

### Bloodwood Healthy Living Program – Port Hedland

Our Port Hedland office sponsors Bloodwood Tree Association’s Healthy Living Program, where employees attend regular morning teas at which they provide information to Bloodwood members about how to connect to power when moving in, how to manage their electricity bills and to save money by using energy saving tips.

### Teach Learn Grow (Mid West)

Horizon Power partners with Teach Learn Grow (TLG) to assist in the delivery of the Rural Program in which teams of university students are sent to regional schools such as Cue Primary School, Mount Magnet District High School and Meekatharra District High School, among others, to provide one-on-one tutoring twice each year.

### Miriwoong Language Nest Program

Miriwoong Language Nest program works to preserve and revitalise both the Miriwoong language and culture in the East Kimberley, through a number of innovative programs by working in partnership with various organisations, schools and learning centres in and around Kununurra, including Gawooleng Yawoodeng Pindan Centre, St. Joseph’s Catholic Primary School and Kununurra District High School. Horizon Power proudly supports this program.

### Indigenous Business Australia

Horizon Power has signed a partnership agreement with Indigenous Business Australia (IBA), to support arrangements whereby Aboriginal Corporations seeking finance for solar can access IBA financing.

### Fair Game

Fair Game inspires healthy communities through recycled sports equipment. Horizon Power has been a long term partner with Fair Game to deliver unique health education and fitness programs to under-served communities through the donation of recycled sports equipment.

Quote: “On behalf of the Balgo youth & community thank you so very much for your continuance support of our community over the years and still to date. The Fair Game Team are committed until the end and give their valuable time to our young, it is making a difference to us and echos through the Remote communities, great job.”



### Contact Details:

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